

# EXHIBIT 3



EDUCATIONAL COMMISSION FOR  
FOREIGN MEDICAL GRADUATES

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CONFIDENTIAL

Artis Ellis  
3915 Oakside Drive  
Houston, TX 77053

October 27, 2008

Dear Artis:

This letter is to confirm your acceptance of the promotion to the position of Acting Center Manager in the CSEC, Houston. I have outlined the specific details of our offer below:

- You will report directly to Betty Hite, Director of Center Operations, CSEC Central.
- Your start date in this position will be October 27, 2008.
- Your starting salary for this exempt position will be \$72,350 per year (\$2782.69 per pay).

I am confident that you will find your new position both challenging and rewarding. I look forward to your confirmation and acceptance of the details of our outlined offer. Please return a signed copy of this letter to Betty T. LeHew, Director of Human Resources. If you have any questions concerning the details of our offer, please contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ann Jobe", written over a horizontal line.

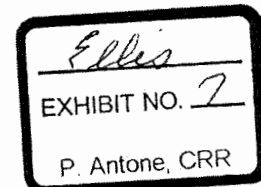
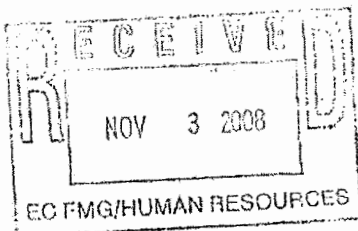
Ann Jobe, M.D., M.S.N.  
Executive Director, CSEC

I accept this promotion as outlined.

A handwritten signature in dark ink, appearing to read "Artis Ellis", written over a horizontal line.

Artis Ellis

Date



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CONFIDENTIAL - ECFMG/Ellis000073

## ECFMG® Personnel Information Change Form

**All changes must be approved by the employee's manager. Check all that apply:**

- |   |  |
|---|--|
| <input type="checkbox"/> Rehire                                 | <input type="checkbox"/> Employee Type – regular FT, regular PT, % of regular PT, PTAN, or temporary |
| <input checked="" type="checkbox"/> Promotion                   | <input type="checkbox"/> Employee Status – FMLA, personal leave, return to active, etc.              |
| <input type="checkbox"/> Primary Job Change (Title)             | <input type="checkbox"/> *Layoff (no work available)   |
| <input type="checkbox"/> Pay Rate Change                        | <input type="checkbox"/> *Resignation  |
| <input type="checkbox"/> Job Reclassification (Hierarchy Level) | <input type="checkbox"/> *Termination of Employment – Must be approved by HR prior to the action.    |
| <input type="checkbox"/> Job Description – Attach new JD        | <input type="checkbox"/> Change or add to an Email distribution list                                 |
| <input type="checkbox"/> Transfer to another department/state   |  |
| <input type="checkbox"/> Additional Job                         |  |
| <input type="checkbox"/> Demotion                               |  |
| <input type="checkbox"/> FLSA Category – Exempt or Non-exempt   |  |

Employee Name: Artis Ellis

Old Information:

Houston Assist Manager

New Information:

Houston Acting Manager

Full Explanation of Reason for Change: (Attach all related documents)

Promotion from Assistant Manager to Acting ManagerEffective Date: 10/27/08 (Required for all changes)

Termination Code: \_\_\_\_\_ (Required for layoff, resignation &amp; terminations)

**MANAGERS:** For Resignation and Termination: Contact Help Desk to disconnect all access and list below all the ECFMG property you collected (Examples: ID cards, keys, cell phones, laptop & any company documents in their possession.)

\_\_\_\_\_

X Bohla Hite  
Manager's Signature10/27/08  
DateX \_\_\_\_\_  
H.R. Director's Signature

Date

X Don C. Jole  
Director or Vice President's Signature10/27/08  
Date**For H.R. Use Only:**☒ **Terminations & Resignations:** Disconnect HRB, Halogen, Winpak, & Kronos. Double check with Help Desk that access disconnected. Check that all assigned property has been returned.

Entered By: \_\_\_\_\_ Date: \_\_\_\_\_ Checked By: \_\_\_\_\_ Date: \_\_\_\_\_